

Organizational Effectiveness: The role of Organizational Leadership and Knowledge Sharing

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ABSTRACT

The purpose of this paper is to develop a conceptual model on organizational effectiveness in the public sector by investigating its relationship with two concepts 1) the importance of knowledge sharing for ensuring organizational effectiveness and 2) the role of organizational leadership in creating knowledge sharing environment to result in organizational effectiveness. Knowledge sharing has been proliferated as a key process to organizational performance improvement. Similar to its counterpart, the public sector is as serious about the effectiveness of their organizations, however not many public managers and employees are receptive to the idea of knowledge sharing and this could be due to their distinctive character of confidentiality. Here, it could be argued that leadership has implication for creating that climate as it has locomotion function (i.e., facilitation of motivation and activation of employees to fulfill the goals) or a cohesion function (i.e., enabling collaboration and interaction). The theoretical contribution is in terms of filling the gap of understanding public organizational effectiveness by integrating several concepts including leadership and knowledge sharing. While, the practical contribution is in terms of the conceptual model suggested in this study which is somewhat new in the Brunei public organizational environment and it can serve as a practical framework for the policy-makers and practitioners.

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